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OFFICE OF NATIONAL ESTIMATES

Functions and Activities

The mission of the Office of National Estimates is derived from the mandate of the National Security Act of 1947 "to correlate and evaluate intelligence relating to the national security . . . using where appropriate existing agencies and facilities." (Title I, Section 102(d) (3)) This is elaborated by the National Security Council in NSCID 1, para. 4 and NSCID 3, para. 1e, and further elaborated by the Director of Central Intelligence in DCID 3/5 "Production of National Intelligence Estimates", and CIA Regulation 1-130, p. 7, which delineates the mission and functions of ONE.

The Office of National Estimates (ONE) has since late 1950 been the response of the CIA to the responsibilities imposed upon it by law and basic directives in the field of intelligence estimates. The organization and operation of ONE reflect the recommendations made by the Hoover Commission and the Dulles Committee, the two major groups which have studied the problem of producing national intelligence estimates.

ONE has but one mission: to produce national intelligence estimates (NIE's) in close collaboration with the ^{USIB} ~~NSA~~ agencies.

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The NIE is viewed as the end-product of the entire intelligence process, a product designed to serve as essential intelligence backing for US policy and planning on the highest level of government. ONE sets the estimates process in motion, guides the estimates through this process, and coordinates and re-views them until their final approval by the ^{United States} Intelligence Board. ~~Intelligence Advisory Committee.~~

In addition to the production of national estimates, but related thereto, ONE provides the Executive Secretariat of the ^{USIB} ~~Intelligence Advisory Committee~~, CIA representation and intelligence support at the Board Assistant's level of the NSC, [REDACTED]

[REDACTED]
[REDACTED] It also gives appropriate guidance to intelligence research and collection agencies.

[REDACTED]

OFFICE OF THE ASSISTANT DIRECTOR

The Assistant Director for National Estimates provides the over-all direction of the office, and, as chairman of the Board of National Estimates, directs the production of national intelligence estimates. Together with the Deputy

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Assistant Director, also a member of the Board, he assigns production responsibilities and priorities among the components of CIA, and among the intelligence agencies of the Federal Government. In addition to directing, as a Board member, the production of individual estimates, he provides general supervision for all estimates and assumes responsibility for their presentation for final action by the ^{USIB}~~Intelligence Advisory~~ Committee. He also directs the preparation and review of memoranda for the Director on a wide range of intelligence problems and personally briefs the Director on these matters as well as on pending estimates.

The Deputy Assistant Director, also intimately involved in the estimative process, assumes responsibility for the over-all management of the coordination process which involves continuing contact with and direction for the contributing agencies and offices. He provides for the internal management of ONE.

The Board of National Estimates

The Board of National Estimates, under the chairmanship of the Assistant Director for National Estimates, is the core of ONE. This Board consists of ¹²~~up to ten~~ senior intelligence officers with a long and wide variety of experience in

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intelligence and related fields. The membership is personally selected by the Director.

Individuals are selected from among outstanding scholars of national repute, experts in the fields of strategy, political science, economics and other social sciences and persons with the broadest experience in the field of intelligence at the highest level. A balance is maintained between career intelligence officers and others. The Board includes in its membership distinguished retired general and flag officers and eminent professors on leave of absence from their universities.

The Board is responsible for the estimates produced. It takes the leadership in deciding which estimates to produce in the case of self-initiated estimates, and what the scope should be -- sometimes even in the case of estimates requested by the NSC or other high authority. The Board reviews terms of reference and draft estimates before they go to the ^{2451B} ~~NSC~~ agencies. A member of the Board is chairman of the meeting ^{2451B} of ~~NSC~~ representatives who meet with the Board during the interagency coordination process. The Board decides when a draft is ready for ^{2451B} ~~NSC~~ consideration. Both the Chairman of the Board and the Board member in charge of the particular ^{2451B} estimate attend the ~~NSC~~ meeting when the estimate is under

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discussion and defend the draft on behalf of the interagency team which participated in its production. (DCID 3/5)

The Board of National Estimates is also responsible for providing the ^{2/51B} ~~NSC~~ with a program of National Intelligence Estimates, prepared with the guidance of the NSC Planning Board, and in consultation with the several ^{2/51B} ~~NSC~~ committees and in coordination with the ^{2/51B} ~~NSC~~ agencies. Requests for estimates other than those programmed are transmitted to the ^{2/51B} ~~NSC~~ via the Board of National Estimates. (DCID 3/5, para. 1 and 2)

The Board has also been assigned by the ^{2/51B} ~~NSC~~ the direction of a review of National Intelligence Objectives (DCID-4/1 and DCID-4/2) in the light of NSCID-4 with a request that it submit recommendations regarding their basic revision. (~~IAC-M-115~~)
(New-DCID No. 1/3, effective 15 December 1959.)
~~This study is currently before the IAC for consideration.~~

The Board of National Estimates, in order to improve the validity of NIE's, conducts reviews of certain estimates to identify intelligence deficiencies that were evident in their preparation. Periodically, a summary of intelligence deficiencies is prepared, in consultation with the ^{2/51B} ~~NSC~~ agencies, for noting by the ^{2/51B} ~~NSC~~ and issuance by the DCI for the guidance of collection and research activities. (IAC-M-151)

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The Estimates Staff

The Estimates Staff consists of a group of intelligence officers selected for their competence to give substantive staff support to the Board of National Estimates. Broadly speaking, this support is of three kinds: (a) the preparation of draft estimates from all sources including contributions submitted by the intelligence organizations of The Department of State, The Joint Staff, The Army, The Navy, The Air Force, The Atomic Energy Commission, The Federal Bureau of Investigation, and offices within CIA; (b) providing knowledge and judgment on trends and developments in areas the world over; and (c) providing liaison with organizations with which ONE works (IAC USIB Watch Committee, NSC Planning Board, The Joint Staff,

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General Group

This professional Staff numbers ^{presently 19} ~~sixty~~ intelligence officers in grades varying from GS-11 to GS-15. These are organized for administrative and operational convenience into four main areas (USSR/EE, Western, ^{4 LH} Near East, and Far East). Senior officers are detailed to supervise the work of those less senior. A Chief of the Estimates Staff generally coordinates staff assignments and activity and, in particular, determines when a draft estimate is ready for Board consideration.

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During the past 18 months increasing demands have been made on the Staff for assistance in matters not directly related to the preparation of NIE's; viz., commenting on draft NSC papers, writing speeches for others, working on ad hoc policy committees, contributing to agency indoctrination and training classes, ~~commenting on NSC papers~~, and assisting in the preparation of the Director for briefings to be given to the NSC.

Efforts are consistently made by ONE to permit Staff members to broaden their experiences. They are sent to the National War College and other senior service schools. They are rotated to other offices

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Within ONE periodic rotation between various staff sections is encouraged.

Direct staff contact with the military services is facilitated by having representative officers from the services on detail in Staff assignments.

Support Staff

The Support Staff includes those components which provide the administrative support for the Board of National Estimates

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and the Estimates Staff. The total number of support staff personnel has consistently been held to about 25²², generally in grades GS-5 to GS-7. This group includes research assistants, information control personnel, typists, stenographers, proof-readers and clerks.

Panel of Consultants

Consultants are used to review selected estimates. This provides an extra-governmental check, particularly on key questions where little evidence is available and where an estimate is necessarily based largely on judgment.

The ONE panel of consultants consists of eminent individuals of national reputation in their respective fields.

Selected members of the Board and Staff meet ~~twice~~ monthly at Princeton University with a group of consultants drawn from the panel for two days of discussion on vital international issues. A member of the Board of National Estimates acts as chairman of the group.

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Secretariat of the Intelligence Advisory Committee

ONE provides the Executive Secretariat of the ~~Intelligence~~^{*2/51B*}
~~Advisory Committee~~ (DCID No. 1/1, 5 March, 1948, para. 1 gives
CIA the responsibility for furnishing the ~~IAC~~^{*2/51B*} Secretariat.
The assignment of this task to ONE is recorded in IAC-D-85
dated 1 July 1954.

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Inasmuch as ^{*2/51B*} 77% of the actions of the ~~IAC~~ involve the con-
sideration of NIE's or matters relating thereto, and many of the
other actions concern interagency coordination, in which ONE is
so actively involved, the location of the Secretariat ~~in ONE~~
provides for the efficient performance of this function with a
minimum of additional cost and effort.

*located on
3rd floor
Admin.
Bldg*

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10 December 1954

PRODUCTS OF THE OFFICE OF NATIONAL ESTIMATES

<u>Name and Authority</u>	<u>Size and Frequency</u>	<u>Description of Contents</u>	<u>Production</u>
<p><u>*National Intelligence Estimate (NIE)</u></p> <p>Authority: National Security Act of 1947, Title I, Section 102 (d) (3); NSCID 1, para. 4; NSCID 3, para. 1e; DCID 3/5; CIA Regulation 1-130, p.7.</p>	<p>Usually 10 to 15 pages but may be 50 or 60 pages in some cases. 30-35 annually.</p>	<p>Coordinated national intelligence prepared for the highest policy levels of the government.</p>	<p>277 copies</p>
<p><u>*Special National Intelligence Estimate (SNIE)</u></p> <p>Authority: Same as for NIE's.</p>	<p>Usually 2 to 10 pages but may be 20 or 30 pages. 20-25 annually.</p>	<p>Similar to the NIE except that the SNIE often contains special policy assumptions given by the NSC and receives more limited distribution.</p>	<p>210 copies</p>
<p><u>National Intelligence Digest (NID)</u></p> <p>Authority: Same as for NIE's. Originally published in November 1952 as a briefing document for the new administration.</p>	<p>158 pages. The NID is a loose-leaf publication, sections of which are revised and circulated once a month.</p>	<p>A summary of estimative and current intelligence for the everyday use of government officials. The Digest is not an IAC-coordinated publication but it contains abstracts of currently valid NIE's.</p>	<p>125 copies.</p>

* Terms of reference and draft estimates, sometimes in several revisions, are issued in the preparation of each estimate.

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<u>Name and Authority</u>	<u>Size and Frequency</u>	<u>Description of Contents</u>	<u>Production</u>
<u>Index of National Intelligence Estimates</u> <u>Authority:</u> Same as for NIE's.	Current edition: 40 pages. Issued irregularly. Edition now being prepared for printer covers period 1 April 1953 to 30 September 1954.	A reference publication containing an analytical index of NIE's and SMIE's. References are made to specific subjects as well as to areas and countries.	375 copies.
<u>Post-Mortem of NIE Production</u> <u>Authority:</u> Same as for NIE's; IAC-M-151, 11 May 1954.	12-15 pages. Consolidated findings issued every six months. Immediate post-mortem studies issued in selected cases.	A review of intelligence deficiencies primarily in collection and research, encountered in the preparation of estimates.	475 copies.
<u>Staff Memoranda</u> <u>Authority:</u> Same as for NIE's. At the direction of the Board of National Estimates.	1-10 pages. Irregular. Approximately 100 per year.	Memoranda on a wide variety of intelligence problems prepared primarily for the Board of National Estimates.	50 copies.
<u>*Weekly Status Report</u> <u>Authority:</u> Same as for NIE's.	4-5 pages. Weekly. Issued each Monday.	A detailed statement of the status of the Estimates Program for the use of all interested agencies and offices.	138 copies. Distribution includes IAC agencies.

* Note: A daily edition is issued for internal CIA use.

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<u>Name and Authority</u>	<u>Size and Frequency</u>	<u>Description of Contents</u>	<u>Production</u>
<u>National Intelligence Objectives</u> Authority: NSCID #4. Prepared by the Board of National Estimates as directed by the IAC (IAC-M-115) in coordination with the IAC agencies. The current review involves the proposed revision of DCID 4/1 and DCID 4/2.	5 or 6 pages. Annual revision contemplated.	A list of comprehensive national intelligence objectives (proposed DCID 4/3) and of priority national intelligence objectives (proposed DCID 4/4) prepared as a guide for the coordination of intelligence collection and production in response to requirements relating to the formulation and execution of national security policy.	When issued as a DCID: about 175 copies.
<u>Program of National Intelligence Estimates</u> Authority: DCID 3/5, para. 1.	9-10 pages (including Tabs) Reviewed and issued quarterly as an IAC document.	A listing, by quarters, of the estimates to be undertaken during the next twelve months.	75 copies.
<u>Memoranda for the Director of Central Intelligence</u> Authority: Same as for NIE's.	Variable -- usually a few pages. Irregular.	Memoranda on intelligence problems of special interest or urgency, usually prepared for purposes of briefing the DCI and frequently at his specific request.	Limited.

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